EXHIBIT 3

IHP Provider Productivity Formula

IHP grantee scopes of work for medical, dental, and community health services are determined through the application of the IHP Provider Productivity Formula The Provider Productivity Formula is based on the Estimated Staffing Pattern for Fiscal Year (FY) 2006-2007 distributed to clinics annually.

The following minimal standards represent those for a full-time equivalent (FTE) staff person.

Medical

Indian health clinic Physicians are expected to have at least 2,289 visits annually. Medical Directors may have less visits expected based on their administrative responsibilities.

Physician Assistants and Family Nurse Practitioners are expected to have at least 1,526 visits annually.

Dental

Dentists are expected to have at least 1,091 visits annually.

Dental hygienists are expected to have at least 714 visits annually.

Community Health Services

Community Health Representatives (CHRs) are expected to have at least 1,000 contacts annually.